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31 January 1952

MEMORANDUM TO: Assistant Director (Personnel)
FROM : Acting Personnel Director
SUBJECT : Progress Report - Personnel Program

1. In accordance with Paragraph 3 of your memorandum of 12 December 1951 to the Deputy Director (Administration) outlining a program for improvement of the over-all personnel situation, progress for the month of January 1952 is reported below.

2. Improved initial selection and placement.

a. Continued emphasis has been placed on the need for constant improvement in interviewing techniques and reporting through the medium of staff meetings. New interviewers are receiving individual training through observation and practice with experienced interviewers.

b. Placement Officers meet regularly with routers of Personnel Procurement Division. It is believed that these discussions will lead to better understanding of recruitment needs on the part of the routers which will result in improved routing of applications.

c. Personnel Procurement Division is exploring the possibility of utilizing commercial cover for conducting employment checks. In the meantime, a limited program for checking in higher level cases has been continued. These contacts with previous employers are made when the Placement Officer feels there is a particular need for verifying the applicant's qualifications and the contact can be made without endangering security aspects.

d. Testing Branch has been relieved of administrative responsibility for the clerical pool and clerical training activities. This change will permit concentration of our professional talent on the technical problems of validation and reliability studies.

e. Testing Branch has completed experimental study in the development of a shorthand test susceptible to stencil or machine scoring (Attachment 1). To the best of our

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knowledge the U. S. Civil Service Commission is the only other agency to have reached this stage in the development of objective tests for measuring shorthand skill.

f. Testing Branch has developed for consideration a new system for reporting test results which is believed to be more useful and meaningful to people who are not trained in testing techniques.

g. Testing Branch will complete by 1 February 1952 outlines of training courses to provide background for users of test results as to the general principles of testing, the types of tests used, the normative data used, and the meaning of individual test reports. These outlines will accompany the progress report for February 1952.

h. In cooperation with Foreign Documents Division, Personnel Procurement Division has prepared for field use a series of screening tests in various foreign languages for weeding out applicants who are obviously not qualified in a particular language. Applicants translating these tests with about 50 per cent accuracy will be considered to have demonstrated sufficient proficiency to warrant further consideration. The tests now available cover sixteen languages and additional ones are in preparation (Attachment 2. It is requested that this folder be returned after your review).

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3. Placement follow-up.

Placement follow-up interviews for new employees were started during January. Operation of this program was stimulated through issuance of your memorandum to Assistant Directors and Office Heads. Report of follow-up will be recorded on the Placement Officer's record of individual employees in the offices for which he is responsible. A sample of this "Employee Summary Worksheet" is attached (Attachment 3).

4. More accurate recruiting requisitions.

a. The comprehensive review of open recruitment requests for positions in GS-6 and over has been considerably hampered by the lack of a rapid, semi-mechanical device for selecting potential candidates from the employee group. Personnel Studies and Procedures Staff is developing a qualifications coding system which will enable us to do a more effective job in this regard. At the present time coding structures have been established. The project now requires setting up the mechanics for obtaining current information on employees (and from applicant files) and getting this information punched in IBM cards.

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b. Personnel Division (Covert) is continuing work on the development of qualifications standards as outlined in the December report.

c. Personnel Division (Overt) has approached the problem of clarifying and amplifying qualifications requirements on the basis of supplementing information on the requisitions through consultation with operating officials. Additional qualifications data for specific positions is added to the recruitment request to assist both Placement and Recruitment personnel in locating suitable individuals.

d. Personnel Division (Overt) is working on a plan for proceeding with the development of formalized qualifications standards on a position-type basis. Their present proposal is to start with offices [redacted] where a number of individuals are performing similar duties.

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e. The whole program of setting up qualifications standards is hampered by the lumping of many positions under the general designation of Intelligence Officer. Classification and Wage Division is presently working on the development of more refined position specifications for various groups of jobs in this general class. Until this project is sufficiently under-way to provide a groundwork for the development of formal standards, our plan is to proceed as outlined in "b," "c," and "d" above.

f. In order to assist in checking the requisitions on hand, Personnel Division (Overt) has set up a system for a weekly check of the vacancies shown on Position Inventory against recruitment requests. In this way there is reasonable assurance that all requisitions are accurate and current. Additionally, operating officials are being asked to cover each vacancy with a recruitment requisition or a statement to the effect that they do not wish the position filled. This system is being installed in Personnel Division (Covert).

5. Performance Evaluation.

The evaluation form and procedures developed by the employee rating working group was submitted to the Career Service Committee and subsequently to the DCI. Development of procedures for installing this form is delayed pending action of the Director.

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6. Improved supervision of personnel.

a. Whether or not a general statement of supervisory responsibilities for personnel management is published as was proposed in our December report, it is recommended that the Guide for Planning Supervisory Development published by the U. S. Civil Service Commission be circulated to Assistant Directors and Office Heads. Proposed memorandum and copy of the pamphlet are provided in Attachment 4. ✓

b. Establishing a formal program for supervisory training would seem to fall within the scope of Training Office activities; however, all members of the Personnel Office are encouraged to take advantage of every opportunity to provide indirect and informal training in their regular contacts with supervisors. For example, the follow-up interviews will probably produce many situations in which the Placement Officers can enter into this area; discussions by Personnel Relations Officers with operating officials on "problem" cases also offer opportunities for training on a remedial basis.

7. More reliable turnover reports.

a. Work is continuing on the development of a personnel statistical system with particular concentration at this point on turnover statistics. A check system has been devised to assure that figures quoted by Personnel, Machine Records, or O&M include the same data. (Many of the former differences have been found to result from differences in cut-off dates for reports, normal lags in forwarding notices from one office to another, etc.).

b. Procedural changes outlined in Personnel Director Memorandum No. 5-52 (Attachment 5) have been installed to assist in arranging for pre-exit interviews sufficiently in advance to permit more exhaustive salvage efforts and in streamlining separation reporting procedures.

c. Every effort continues to be made to elicit the actual reason for resignation through the exit interview. As a part of this general program, Personnel Relations Officers are beginning to keep in log book form a detailed report on the underlying reasons for resignations. This record will supplement the individual counseling cards and will provide a central, current record with sufficient details for subsequent analysis of particular problem areas.

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8. Other developments.

This section, while not called for in the basic memorandum, has been included to advise you of other significant activities during the past month which are not covered by existing reports.

a. Employee Handbook. The Personnel Studies Staff has completed drafting a new Employee Handbook. Draft copies have been referred to appropriate offices of the Agency (I&S, Training, etc.) for review, comment, and concurrence.

b. Personnel Procedures Manual. The Personnel Studies Staff has undertaken development of a procedural manual on personnel processing for the use of operating offices and Personnel.

c. Construction and installation of a qualifications coding system. This project was outlined in discussing the difficulties in applying an in-service placement approach to recruitment requests.

d. Development of a training outline for the "Overseas Pool." The Personnel Studies Staff is working out a general training program for personnel people assigned to the Personnel Office before overseas assignment.

e. Compensation Procedures. Survey of existing practices and drafting of revised procedures for handling employee compensation cases has just been completed by the Personnel Studies Staff. Proposed revision of CIA regulations will be referred to O&M for coordination.

f. Reduction in force regulations and procedures. Personnel Studies Staff has begun drafting regulations and procedures for reduction in force.

g. A system aimed at codifying and indexing recruitment source data and providing a more workable set of requisition briefs for the use of field recruitment officers and others has been initiated.

Attachments (5)

GEORGE E. MELOON

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